

California State Personnel Board



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VISION

Serving the people of the State of California by preserving merit within an innovative personnel system and building a talented, dedicated, responsive, and diverse work force in the 21st century.

MISSION

To implement and guide the civil service system and ensure that employment is based on merit and free from patronage.

Merit Principles



- > Notice of competitive selection processes shall be public and reasonably distributed to assure adequate and equitable notice to potential applicants from the applicable labor market/ recruitment area.
- > Permanent appointment and promotions shall be based on successful participation in a job-related, competitive selection process, where eligibility and priority for appointment and promotion is reserved for those participants attaining the highest ranks. Selection processes shall be based on the knowledge, skills, and abilities needed for successful performance and shall be designed to maximize validity, reliability, and objectivity.
- > Temporary appointments shall be limited to nine months. Permanent status shall be attained following the completion of a specified time-limited probationary period.
- > Permanent employees disciplined or terminated for cause shall be afforded due process including notice of the reasons for termination, an opportunity to respond to the appointing authority, and a hearing and review by the State Personnel Board.
- > The civil service shall include all state employees except those specifically exempted by the constitution. State work shall be performed by state employees except where the work can be performed more cost effectively by the private sector or where state employees cannot adequately perform the work.
- > Civil service positions shall be classified based on the similarity of the duties and responsibilities and requirements. Employment requirements shall be job related and essential for successful performance of the duties.
- > Equal employment opportunities shall exist in all aspects of the civil service system. Illegal discrimination shall be prevented. Employment decisions shall be based on job-related factors. Employment decisions shall not be based on the political affiliation or opinions of applicants or employees. Effective procedures shall provide for the investigation and resolution of allegations of violations of the civil service laws and applicable federal and state laws, regulations, and applicable court decisions. The State Personnel Board shall enforce the civil service laws.

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Role of the State Personnel Board

The State Personnel Board (SPB) was established to administer and provide policy guidance for the civil service system and ensure compliance with the merit principle.

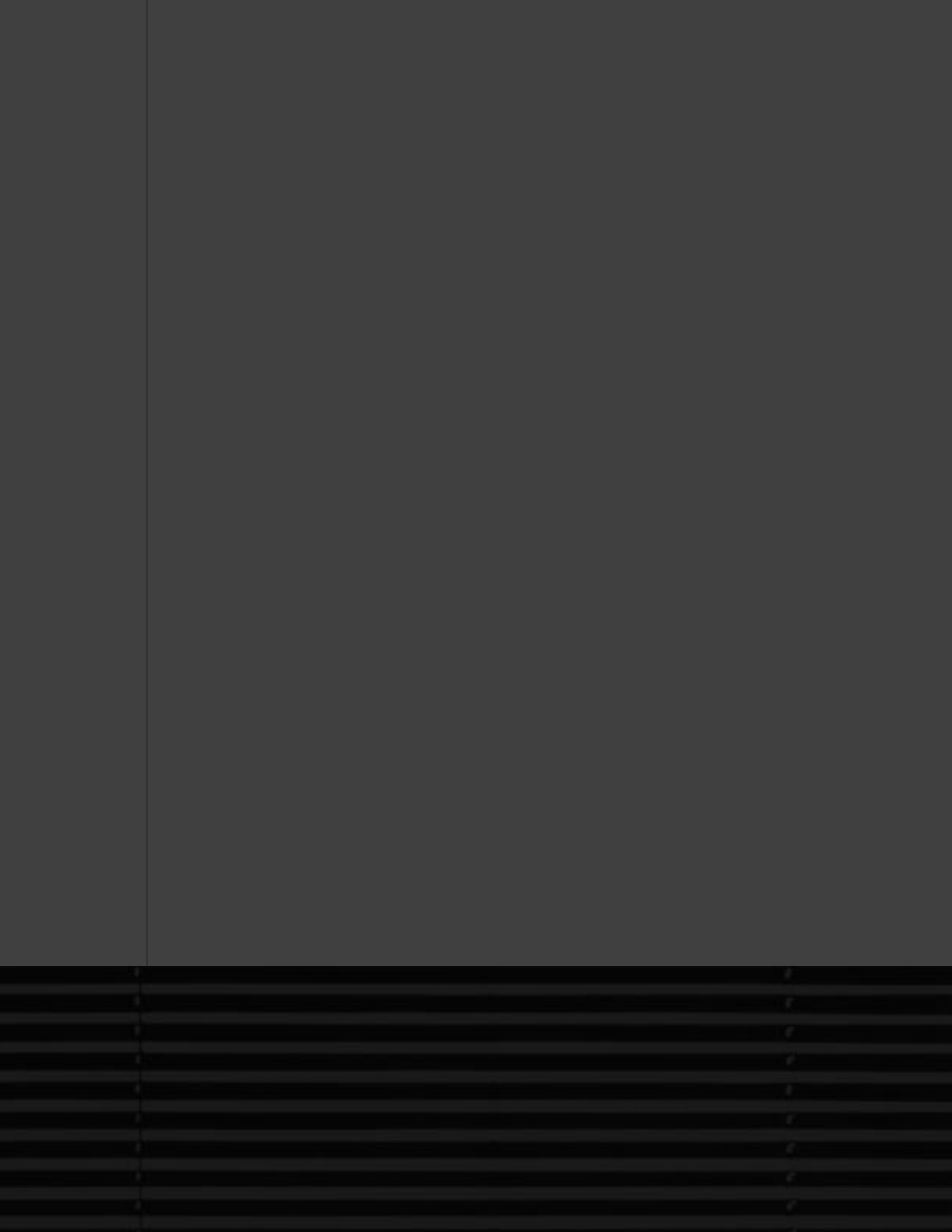
The SPB approves state classifications, establishes probationary periods, and reviews disciplinary actions. The SPB also provides a variety of human resource services to departments, including:

- > Outreach and focused recruitment
 - > Exam development and administration
 - > Resolution of employee disputes through mediation
 - > Resolution of employee disputes such as discipline, whistleblower discrimination, medical and merit issues through evidentiary and non-evidentiary hearings
 - > Civil service training
- > Executive Office
 - > Assistant Executive Office
 - > Office of the Chief Counsel
 - > Office of Legislation
 - > Administrative Services Division
 - > Appeals Division
 - > Personnel Resources and Innovations Division
 - > Policy Division

In addition, the SPB provides policy consultation to departments on rules, oversight and personnel transactions.

The SPB is comprised of the following major offices and programs:

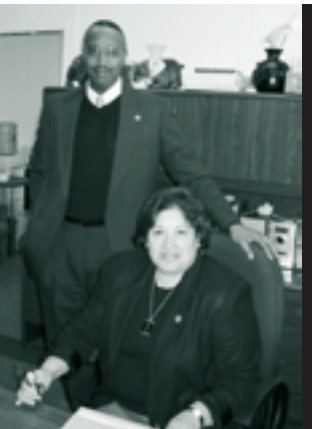




STATE PERSONNEL BOARD OFFICES



Executive Office



Under the general direction of the State Personnel Board, the Executive Officer plans, organizes, coordinates, and directs the functions of the State Personnel Board, including such merit related programs within the state civil service system as discipline, selection, appeals, classification, and discriminatory practices.

The Executive Officer also assists in promoting the development of

demonstration projects to improve personnel management practices and works under the direction of the five-member Board in executing Board-established rules, policies, resolutions, and directives.

In addition, the Executive Officer develops working relationships with operating agencies, employee groups, community organizations, the legislature, local and federal government, representatives of

the media, and other people and organizations with an interest in, or affected by, the operations of the State Personnel Board.

Assistant Executive Office

Under general direction of the Executive Officer, the Assistant Executive Officer is responsible for providing direction in planning, organizing and coordinating the work of a staff of over 150 permanent and 125 intermittent employees.

The Assistant Executive Officer oversees statewide program and policy direction for the state's merit related personnel management services. This Office also requires frequent interaction

with management and key members of a wide variety of client organizations, often regarding sensitive and controversial issues.

Office of the Chief Counsel

The Office of the Chief Counsel provides legal services to the five-member Board as well as to State Personnel Board staff.

The services provided by the legal staff range from providing in-house legal advice, to representing the SPB in litigation, at administrative and legislative hearings, to writing precedential decisions, Board decisions, legislation, regulations and policy documents, and conducting training on human resource

issues. The Chief Counsel is also responsible for overseeing the evidentiary hearing and decision process for the five-member Board.

During FY 1999 - 2000, the Board closed over 2200 evidentiary appeals. The legal staff wrote 40 decisions on behalf of the five-member Board, three of which were precedential. During the same time period, 82 new petitions for writ of mandate challenging decisions were filed

in the superior courts and 18 superior court decisions on Board cases were appealed to the appellate courts. The Board received superior court and appellate court decisions in 69 cases during the fiscal year; the Board's decisions were upheld in whole or in part in 63 of these cases.



Office of Legislation

The Office of Legislation is responsible for developing and managing the SPB's legislative program. That responsibility entails representing the Board with legislators, legislative committees, the State and Consumer Services Agency, and the Governor's Office. The Office of Legislation also advises the Board and the Executive Officer on legislative matters and makes

final recommendations to the Executive Officer and to the Board.

The Office of Legislation coordinates, plans, and directs the SPB's legislative program; working closely with program staff to identify strategies for potential legislative proposals that will advance the SPB's mission to implement and guide the civil

service system and ensure that employment is based on merit and free from patronage.

The Director of Legislation is a member of the Executive staff and, as such, is influential in the formation of the SPB's policies and programs.



Administrative Services Division



The Administrative Services Division is responsible for performing the administrative support functions for all line programs and divisions within the State Personnel Board, consistent with state and federal laws and rules. Administrative functions include all aspects of personnel management, financial management, contract administration, training, business services, including procurement, mail services, facilities management and security, and both internal and

external information technology services.

Internal information technology support includes maintaining the SPB's network, e-mail, databases, Intranet and personal computers. Externally, information technology services include the maintenance and enhancement of the SPB's Web site (www.spb.ca.gov) and the On-line Examination and Certification System. The information technology section also recently added

a new Internet-based application form, which allows applicants to store and update their employment applications on the SPB's Web site.

The Division is also responsible for providing organizational leadership and direction to the strategic planning program and participates in the formulation and development of statewide policies and procedures.

Appeals Division

The State Personnel Board's authority to enforce the civil service statutes is set forth in Article VII, Section 3 of the California Constitution. As part of its responsibility, the SPB has established administrative procedures to resolve appeals of alleged violations of civil service laws and rules.

The requirements and procedures for filing appeals with the SPB, including the time deadlines for filing such appeals, are set forth

in the civil service laws and SPB's administrative regulations (rules). Copies of these laws and rules are available for review on SPB's Web site (www.spb.ca.gov) and at SPB's offices.

The Appeals Division of the SPB is the administrative arm of the Board to hear, investigate and make recommendations on the alleged violations of law or rule, which are brought to it by employees, applicants, and members of the public.

The Division will accept appeals in over 25 types of cases, including adverse actions, medical actions, discrimination complaints, complaints of retaliation for whistleblowing and examination appeals, to name a few. The Division receives approximately 5,000 appeals per year.



Personnel Resources and Innovations Division (PRIDe)

The Personnel Resources and Innovations Division provides innovative, merit-based consultation and technical services to state departments and the public and, through partnerships with customers, designs and installs best practice personnel systems for a more effective and efficient civil service system.

The Division provides information and assistance to the public regarding civil service opportunities and procedures, recruits potential applicants, and conducts examinations in order to ensure a steady supply of qualified candidates for jobs that are widely used throughout state service..

This past year, a new state-of-the-art testing center was opened that enables candidates

to take a variety of examinations in a computerized format any time during normal business hours. The Division also provides a variety of customized test development, validation, and examination administration services for state departments. Staff provides consultation and training to allow departments to effectively utilize the state's automated applicant tracking and examination management system.

Other services to state departments include:

- > providing training on a wide variety of topics
- > assistance in ensuring that members of the public who have limited ability to speak and read English are able to

obtain information through translated documents or from bilingual staff

- > review and approval of requests to establish Career Executive Assignment positions
- > preparation and calendaring of items to be considered by the five-member Board
- > guidance in ensuring that all employees are afforded equal employment opportunity in all aspects of civil service employment and service



Policy Division

The Policy Division was recently established in March 2001. This Division provides technical guidance, consultative services, as well as oversight to state departments through its Quality

Assurance, Policy Consultation, Policy Development, and Special Projects Units. It serves as a personnel resource to departments in order to provide a more effective and efficient state civil

service system. The Division also includes the state's Medical and Psychological Screening Offices.





C O M P O S I T I O N O F S T A T E W O R K F O R C E



Intake and Promotions of All Employees

By Department, Occupation Groups and Classification for the Period 07/01/01 thru 12/31/01
(Excludes mandatory reinstatements)

	White		African Am/Black		Hispanic		Asian		Filipino		American Indian		Pacific Islander		Other		Statewide Total		Disabled	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
NEW HIRES																				
M	2751	28.0	381	3.9	1032	10.5	428	4.4	259	2.6	5	0.1	33	0.3	118	1.2	5007	51.0	204	2.1
F	2234	22.8	598	6.1	990	10.1	420	4.3	393	4.0	5	0.1	24	0.2	140	1.4	4804	49.0	243	2.5
T	4985	50.8	979	10.0	2022	20.6	848	8.6	652	6.6	10	0.1	57	0.6	258	2.6	9811	100.0	447	4.6
REHIRES																				
M	1013	28.3	155	4.3	354	9.9	109	3.0	65	1.8	8	0.2	14	0.4	115	3.2	1833	51.2	92	2.6
F	848	23.7	259	7.2	360	10.1	113	3.2	81	2.3	7	0.2	15	0.4	62	1.7	1745	48.8	101	2.8
T	1861	52.0	414	11.6	714	20.0	222	6.2	146	4.1	15	0.4	29	0.8	177	4.9	3578	100.0	193	5.4
TOTAL NEW HIRES AND REHIRES																				
M	3764	28.1	536	4.0	1386	10.4	537	4.0	324	2.4	13	0.1	47	0.4	233	1.7	6840	51.1	296	2.2
F	3082	23.0	857	6.4	1350	10.1	533	4.0	474	3.5	12	0.1	39	0.3	202	1.5	6549	48.9	344	2.6
T	6846	51.1	1393	10.4	2736	20.4	1070	8.0	798	6.0	25	0.2	86	0.6	435	3.2	13389	100.0	640	4.8
TRANSFERS FROM OTHER DEPARTMENTS																				
M	467	15.5	90	3.0	163	5.4	91	3.0	47	1.6	3	0.1	9	0.3	23	0.8	893	29.7	87	2.9
F	917	30.5	329	11.0	439	14.6	203	6.8	151	5.0	7	0.2	11	0.4	54	1.8	2111	70.3	146	4.9
T	1384	46.1	419	13.9	602	20.0	294	9.8	198	6.6	10	0.3	20	0.7	77	2.6	3004	100.0	233	7.8
TOTAL INTAKE																				
M	4231	25.8	626	3.8	1549	9.4	628	3.8	371	2.3	16	0.1	56	0.3	256	1.6	7733	47.2	383	2.3
F	3999	24.4	1186	7.2	1789	10.9	736	4.5	625	3.8	19	0.1	50	0.3	256	1.6	8660	52.8	490	3.0
T	8230	50.2	1812	11.1	3338	20.4	1364	8.3	996	6.1	35	0.2	106	0.6	512	3.1	16393	100.0	873	5.3
PROMOTIONS																				
M	1937	29.2	248	3.7	520	7.8	228	3.4	88	1.3	18	0.3	8	0.1	65	1.0	3112	46.9	201	3.0
F	1858	28.0	427	6.4	709	10.7	255	3.8	17	2.6	11	0.2	22	0.3	72	1.1	3525	53.1	256	3.9
T	3795	57.2	675	10.2	1229	18.5	483	7.3	259	3.9	29	0.4	30	0.5	137	2.1	6637	100.0	457	6.9

Ethnic, Sex & Disability Profile of Employees

By Department, Occupation Groups and Classification (as of 12/31/01)

	White		African Am/Black		Hispanic		Asian		Filipino		American Indian		Pacific Islander		Other		Statewide Total		Disabled	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
M	64296	29.8	10108	4.7	21267	9.9	8430	3.9	4554	2.1	347	0.2	465	0.2	2947	1.41	112414	52.1	8125	3.8
F	51722	24.0	14094	6.5	20296	9.4	7598	3.5	6712	3.1	315	0.1	491	0.2	2231	1.01	103459	47.9	8599	4.0
T	116018	53.7	24202	11.2	41563	19.3	16028	7.4	11266	5.2	662	0.3	956	0.4	5178	2.42	215873	100.0	16724	7.7

Number of Civil Service Employees

By Department as of 12/31/2001

Department	Full Time	Other	Total	Department	Full Time	Other	Total
CORRECTIONS, DEPARTMENT OF	42,439	3,787	46,226	OFFICE OF ENVIRML HEALTH HAZARD ASSESSMENT	127	18	145
TRANSPORTATION, DEPARTMENT OF	22,469	2,061	24,530	PEACE OFFICER STANDARDS AND TRAINING	115	28	143
CALIFORNIA HIGHWAY PATROL, DEPT OF	9,933	183	10,116	BUREAU OF STATE AUDITS	111	5	116
MOTOR VEHICLES, DEPARTMENT OF	7,946	1,654	9,600	COMMUNITY SERVICES & DEVELOPMENT, DEPT OF	94	8	102
DEVELOPMENTAL SERVICES, DEPARTMENT OF	7,914	1,948	9,862	CALIFORNIA EXPOSITION AND STATE FAIR	93	587	680
EMPLOYMENT DEVELOPMENT DEPARTMENT	7,713	1,984	9,697	INSPECTOR GENERAL, OFFICE OF THE	92	14	106
MENTAL HEALTH, DEPARTMENT OF	7,231	1,337	8,568	STATE PUBLIC DEFENDER	91	10	101
COMPENSATION INSURANCE FUND, STATE	6,770	448	7,218	BOATING AND WATERWAYS, DEPARTMENT OF	73	15	88
HEALTH SERVICES, DEPARTMENT OF	5,423	676	6,099	INFORMATION TECHNOLOGY, DEPARTMENT OF	68	10	78
JUSTICE, DEPARTMENT OF	4,759	788	5,547	FAIR POLITICAL PRACTICES COMMISSION	65	4	69
FRANCHISE TAX BOARD	4,648	1,771	6,419	BOARD OF CORRECTIONS	64	15	79
YOUTH AUTHORITY, DEPARTMENT OF THE	4,194	949	5,143	AREA BOARD ON DEVELOPMENTAL DISABILITIES	62	22	84
SOCIAL SERVICES, DEPARTMENT OF	4,025	552	4,577	CALIFORNIA ENVIRONMENTAL PROTECTION AGENCY	57	5	62
GENERAL SERVICES, DEPARTMENT OF	3,969	407	4,376	MAJOR RISK MEDICAL INSURANCE PROGRAM	57	4	61
FORESTRY AND FIRE PROTECTION, DEPT OF	3,817	628	4,445	HORSE RACING BOARD, CALIFORNIA	52	8	60
EQUALIZATION, BOARD OF	3,590	341	3,931	STATE COASTAL CONSERVANCY	41	24	65
WATER RESOURCES, DEPARTMENT OF	2,573	636	3,209	CALIFORNIA POSTSECONDARY EDUCATION COMMISSION	39	9	48
CONSUMER AFFAIRS, DEPARTMENT OF	2,488	2,415	4,903	SAN FRANCISCO BAY CONSERVATION & DEVEL COM	37	9	46
INDUSTRIAL RELATIONS, DEPARTMENT OF	2,428	194	2,622	MEDICAL SERVICES AUTHORITY	35	12	47
PARKS AND RECREATION, DEPARTMENT OF	2,090	2,495	4,585	AGRICULTURAL LABOR RELATIONS BOARD	35	4	39
FISH AND GAME, DEPARTMENT OF	1,884	1,343	3,227	OFFICE OF TRAFFIC SAFETY	31	1	32
REHABILITATION, DEPARTMENT OF	1,863	346	2,209	PUBLIC EMPLOYMENT RELATIONS BOARD	28	5	33
EDUCATION, DEPARTMENT OF	1,849	461	2,310	CALIFORNIA WORKFORCE INVESTMENT BOARD	28	28	
VETERANS AFFAIRS, DEPARTMENT OF	1,592	265	1,857	ARTS COUNCIL	26	8	34
WATER RESOURCES CONTROL BOARD, STATE	1,503	180	1,683	CALIFORNIA TAHOE CONSERVANCY	26	2	28
PUBLIC EMPLOYEES RETIREMENT SYSTEM	1,366	149	1,515	CALIFORNIA CHILDREN AND FAMILIES FIRST COMM	24	8	32
INSURANCE, DEPARTMENT OF	1,214	86	1,300	OFFICE OF REAL ESTATE APPRAISERS	23	1	24
FOOD AND AGRICULTURE, DEPARTMENT OF	1,165	895	2,060	HEALTH & WELFARE AGENCY	23	23	
CONTROLLER, OFFICE OF STATE	1,034	111	1,145	RESOURCES AGENCY	21	3	24
TOXIC SUBSTANCES CONTROL, DEPT OF	983	58	1,041	YOUTHFUL OFFENDER PAROLE BOARD	20	14	34
AIR RESOURCES BOARD, STATE	963	108	1,071	OFFICE OF ADMINISTRATIVE LAW	20	2	22
PUBLIC UTILITIES COMMISSION	849	94	943	CA. MORTGAGE BOND & TAX CREDIT ALLOCATION COMM	19	19	
PRISON INDUSTRY AUTHORITY	677	101	778	CALIFORNIA EARTHQUAKE AUTHORITY	18	1	19
CONSERVATION, DEPARTMENT OF	591	65	656	AFRO-AMERICAN MUSEUM GENERAL FUND	18	18	
CALIFORNIA STATE LOTTERY	541	59	600	CALIFORNIA GAMBLING CONTROL COMMISSION	16	1	17
AGRICULTURAL ASSOCIATIONS	529	166	695	CALIFORNIA TRANSPORTATION COMMISSION	15	1	16
LEGISLATIVE COUNSEL BUREAU	496	103	599	BUSINESS, TRANSPORTATION, AND HOUSING AGENCY	15	15	
HOUSING & COMMUNITY DEVELOPMENT, DEPT OF	486	48	534	COMM ON PEACE OFFICER STANDARDS AND TRAINING	13	1	14
HEALTH AND HUMAN SERV AGENCY DATA CTR	478	29	507	ELECTRICITY OVERSIGHT BOARD	13	13	
OFFICE OF EMERGENCY SERVICES	468	36	504	COMMISSION ON STATE MANDATES	12	3	15
SECRETARY OF STATE	446	27	473	CALIFORNIA POLLUTION CONTROL FINANCING AUTHORITY	12	2	14
STATE ENERGY RESOURCES CONSERV & DEV COMM	443	62	505	CALIFORNIA DEBT ADVISORY COMMISSION	12	12	
TEACHERS RETIREMENT SYSTEM, STATE	439	62	501	BOARD OF CHIROPRACTIC EXAMINERS, STATE	11	5	16
UNEMPLOYMENT INSURANCE APPEALS BOARD	437	200	637	CALIFORNIA HEALTH FACILITIES FINANCING AUTHORITY	9	1	10
CALIFORNIA CONSERVATION CORPS	424	76	500	FAIR EMPLOYMENT AND HOUSING COMMISSION	9	1	10
ALCOHOLIC BEVERAGE CONTROL, DEPARTMENT OF	423	29	452	COLORADO RIVER BOARD	8	2	10
FINANCE, DEPARTMENT OF	368	18	386	STATE AND CONSUMER SERVICES AGENCY	7	2	9
STEPHEN P. TEALE CONSOLIDATED DATA CENTER	357	21	378	CALIFORNIA DEBT LIMIT ALLOCATION COMMITTEE	6	3	9
CALIFORNIA INTEGRATED WASTE MGMT BOARD	356	85	441	COMM ON CALIF STATE GOVT ORG & ECONOMY	6	1	7
PESTICIDE REGULATION, DEPARTMENT OF	340	42	382	SCHOLARSHARE INVESTMENT BOARD	6	1	7
OFFICE OF STATEWIDE HEALTH PLANNING & DEV	330	105	435	SEISMIC SAFETY COMMISSION	6	1	7
BOARD OF CONTROL	309	24	333	COUNCIL ON DEVELOPMENTAL DISABILITIES, STATE	4	3	7
REAL ESTATE, DEPARTMENT OF	290	47	337	LAW REVISION COMMISSION, CALIFORNIA	4	2	6
ALCOHOL AND DRUG PROGRAMS, DEPT OF	281	58	339	ALCOHOLIC BEVERAGE CONTROL APPEALS BOARD	4	1	5
FAIR EMPLOYMENT AND HOUSING, DEPT OF	259	10	269	BOARD OF OSTEOPATHIC EXAMINERS	3	18	21
MANAGED CARE, DEPARTMENT OF	249	127	376	INSPECTOR GENERAL FOR VETRANS AFFAIRS, OFFICE OF	3	2	5
CORPORATIONS, DEPARTMENT OF	235	14	249	SANTA MONICA MOUNTAINS CONSERVANCY	3	2	5
TRADE AND COMMERCE AGENCY	234	32	266	CALIFORNIA EDUCATIONAL FACILITIES AUTHORITY	3	1	4
MILITARY DEPARTMENT	230	11	241	COMMISSION ON THE STATUS OF WOMEN	3	1	4
CALIFORNIA STATE LIBRARY	209	23	232	YOUTH AND ADULT CORRECTIONAL AGENCY	3	1	4
CALIFORNIA STUDENT AID COMMISSION	207	17	224	CALIFORNIA STATE SUMMER SCHOOL FOR THE ARTS	3	3	
STATE LANDS COMMISSION	206	42	248	INTERCITY HIGH SPEED RAIL COMMISSION	3	3	
TREASURER, STATE	204	31	235	GOVERNORS ADVISORY COMMITTEE ON CHILD CARE	2	6	8
BOARD OF GOVERNORS-CALIFORNIA COMM COLLEGES	200	21	221	NATIVE AMERICAN HERITAGE COMMISSION	2	3	5
PERSONNEL ADMINISTRATION, DEPARTMENT OF	197	23	220	DELTA PROTECTION COMMISSION	2	2	
FINANCIAL INSTITUTIONS, DEPARTMENT OF	194	10	204	INDEPENDENT LIVING COUNCIL, STATE	2	2	
COMMISSION ON TEACHER CREDENTIALING	184	40	224	INDUSTRIAL DEVELOPMENT FIN ADVISORY COMM, CA	2	2	
CHILD SUPPORT SERVICES, DEPARTMENT OF	183	20	203	COMMISSION ON AGING	1	3	4
CALIFORNIA HOUSING FINANCE AGENCY	165	36	201	CALIFORNIA OCCUPATIONAL INFORMATION COORD COMM	1	1	2
PERSONNEL BOARD, STATE	159	78	237	BALDWIN HILLS CONSERVANCY	1	1	
BOARD OF PRISON TERMS	149	97	246	BOARD OF PILOT COMMISSIONERS	1	1	
CALIFORNIA COASTAL COMMISSION	143	42	185	CALIFORNIA ALTERNATIVE ENERGY SOURCE FN AUT AC	1	1	
CALIFORNIA SCIENCE CENTER	143	12	155	CALIFORNIA SCHOOL FINANCE AUTHORITY	1	1	
CALIFORNIA DEPARTMENT OF AGING	141	22	163	COACHELLA VALLEY MOUNTAINS CONSERVANCY	1	1	
OFFICE OF CRIMINAL JUSTICE PLANNING	128	23	151				
					188,174	32,469	220,643



A C C O M P L I S H M E N T S



State Personnel Board Sponsors Critical Need Guide



Everyone has a right to safety during an emergency ... young or elderly, male or female, able or impaired.

That is the principle on which *A Guide to Emergency Evacuation Procedures for Employees with Disabilities* was created.

The California Statewide Disability Advisory Council (SDAC) realized a few years ago that employees with disabilities were raising numerous emergency evacuation concerns. These employees represented a wide range of disabilities and covered an equally wide range of issues. The SDAC took action, formed a task force, and with funding made available through the State Personnel Board, printed an initial issue of 10,000 copies of *A Guide to Emergency Evacuation Procedures for Employees with Disabilities*.

The creation of this comprehensive guide fills a state and

nationwide void. From policy and procedure to nuts and bolts implementation, no other document has so thoroughly addressed the needs of emergency evacuation plans for people with disabilities. The scope is complete and goes full circle: from prevention to pre- and post-emergency planning and recovery. This guide identifies issues and topics that, in the past, have been overlooked.

The guide also embraces key issues such as:

- > obtaining input from employees with disabilities
- > identifying people needing assistance
- > use of emergency aides
- > training
- > drills
- > loss of adaptive mobility equipment during evacuation

- > location of people with disabilities

- > roles of security guards

Approaches to these issues are then offered to help departments review, expand and/or improve their own emergency plans to assure that emergency evacuation needs of people with disabilities are met.

This is all done in a way that uses positive disability portrayals, increases disability awareness, maximizes options, and maintains respect for everyone.

For your copy of *A Guide to Emergency Evacuation Procedures for Employees with Disabilities*, call (916) 651-6717 or download the full color version from SPB's Web site, www.spb.ca.gov.

The State Employee Mediation Program Solution

Conflicts naturally arise in the workplace for a variety of reasons including differences in culture and values, breakdowns in communication, fears of losing a job or ineffective supervision. The SPB's State Employee Mediation Program (SEMP) offers an innovative approach to diffusing these types of issues.



Mediation is an informal collaborative problem-solving process for settling and managing workplace disputes. It serves as a tool for promoting better understanding and assisting employers and employees in managing workplace conflicts by helping them reach mutually satisfying solutions to workplace problems.

SEMP works. SEMP utilizes a confidential, non-adversarial process. The confidentiality of the case begins when either the department's gatekeeper or SEMP staff receives the mediation referral. In traditional adversarial processes, there is a "winner" and a "loser," and frequently the winner has to return to work and interact with the loser. This is often a difficult pill to swallow for both the winner and loser. SEMP, on the

other hand, is set up to foster win-win resolutions of disputes. About 95% of the cases mediated to completion resulted in written agreements created and signed by the disputing parties. Mediation offers a method for resolving issues in a manner that assists parties in effectively working together after the issues of the dispute have been resolved.

SEMP is efficient. On average, mediations occur within 16 calendar days from the date of referral. When this is contrasted with the resolution timeframes in other complaint arenas, SEMP can be a great option for resolving problems quickly before they fester and escalate.

SEMP is cost-effective. A single department estimates saving over \$500,000 on just 12 of the cases the department referred to SEMP for mediation; cases that would otherwise have gone through costly investigations, adverse actions or worker's compensation proceedings. SEMP costs its users little or nothing. Each participating entity provides a volunteer mediator who is trained by SPB in a specialized 36-hour Volunteer Mediator Training program to work with a Senior Mediator, who has extensive mediation experience. In exchange, that participating

entity can refer its disputes to the program. To safeguard confidentiality and impartiality, volunteer mediators only mediate disputes arising in departments other than their own.

SEMP accommodates a variety of disputes.

Mediation is most effective when it is used as early as possible and has been useful in resolving complaints that initially presented as claims of discrimination, requests for reasonable accommodation and adverse actions as well as purely interpersonal conflicts that are disrupting the workplace. SEMP does **not** mediate disputes that are subject to resolution through the collective bargaining or grievance complaint process.

SEMP is highly acclaimed. The disputants have, almost universally, declared that they would use the program again and would recommend it to others.

"...[mediator] did a fabulous job and I am very glad that it was an option. It has healed the relationship between a co-worker and I after 8 years."

"Very professional, helped me achieve my goals as the two employees' supervisor. Thank you."

The State Employee Mediation Program Solution (continued)



"The mediation process gives you [a] good chance to express your opinion and work through problems that could disrupt a work area."

"The mediators were very talented and professional. I knew it would prove successful. I'm much happier and highly recommend this process."

In addition to the positive evaluations from disputants, the number of departments interested in referring cases to SEMP has increased more than fivefold (from 9 to 51!) since the program's inception in 1996.

SEMP is progressive.

Mediation has recently been integrated, as a voluntary option, into SPB's Appeals processes. This additional option does not affect any filing time frames or infringe on any of the rights currently afforded disputing parties. SEMP has also expanded to include the mediation of medical issue cases. These cases involve employees who are no longer able to perform their jobs due to a medical condition. SEMP provides an interactive process for parties to explore and evaluate their options.

SEMP promotes positive outcomes for all disputants, improves workplace relationships and serves as another tool for

employees, co-workers, supervisors, and managers to solve and/or manage workplace conflicts. In short, SEMP provides a service that can foster a healthier and more productive work environment for all state employees.

For more information on the State Employee Mediation Program, contact SEMP staff at (916) 651-9041.

Participating departments, agencies, and employee representative groups:

Aging, Department of
Agricultural Labor Relations Board
Air Resources Board
Alcoholic Beverage Control, Department of
Association of California State Supervisors
Board of Control
Board of Equalization
Board of Pharmacy
Building Standards Commission
California Community Colleges
California Conservation Corps.
California Correctional Peace Officers Association
California Environmental Protection Agency
California State Teachers Retirement System
Caltrans
Chiropractic Board
Community Services and Development, Department of
Conservation, Department of
Consumer Affairs, Department of
Contractors' State License Board

Corrections, Department of
Developmental Services, Department of
Education, Department of
Employment Development Department
Energy Resources, Conservation & Development Commission
Fair Employment & Housing, Department of
Fish and Game, Department of
Food and Agriculture, Department of
Forestry & Fire Prevention, Department of
General Services, Department of
Governor's Office of Emergency Services
Health Services, Department of
Health and Human Services Data Center
Housing and Community Development, Department of
Insurance, Department of
Integrated Waste Management Board
Justice, Department of
Lottery Commission
Motor Vehicles, Department of
Office of Administrative Hearings
Parks and Recreation, Department of
Prison Industry Authority
Public Employment Relations Board
Social Services, Department of
Toxic Substance Control, Department of
Water Resources, Department of
Trade and Commerce Agency
State Personnel Board
Student Aid Commission
Veterans Affairs, Department of

Psychological Screening

Since 1997, the Psychological Screening Program (Program) has been the most diverse, if not the largest of its kind in the nation.

Before appointment into any empowered peace officer position, California law and regulations mandate that all candidates must first be certified free from psychological conditions and factors that might pose undue risk to safe and effective performance of their duties. The state has over 90 peace officer job classes, including Correctional Officer, that require pre-employment psychological certification.

SPB's Program serves 29 departments with independent and highly professional psychological screening evaluations of 6,000 applicants each year.

Providing these screening evaluations from a single SPB

source has a number of distinct practical and legal advantages, such as:

- > Assuring a uniform definition and application of psychological screening standards with multiple levels of internal review
- > Offering highly professional expertise and cost efficiencies to even the smallest departments
- > Avoiding needless duplication of efforts and resources among all departments
- > Providing even-handed appeal rights and procedures to applicants

Because the Psychological Screening Unit (PSU) was established as a 'professional unit', it is highly sensitive to the special and private nature of the information it gathers about prospective peace officer applicants,

and it maintains its own file confidentiality systems. By functioning "at arm's length" from the hiring departments, the PSU's separation not only helps assure objectivity in the eventual decision process, but it also insulates both applicants and departments from possible instances of improper/illegal 'intrusion into' psychological procedures or 'leaking out' sensitive psychological information into general employment records.

The SPB Program has always emphasized adherence to very high standards, responsibility and oversight in order to assure a service that protects the interests of the state as well as respecting the rights of individual applicants. The Program's structures and operations have evolved into a model for other large public agencies in California as well as other states.



Statewide Recruitment Program



California's success in providing quality, cost-effective government services is dependent on our ability to attract and retain a highly talented and motivated work force. Employment in state service is a unique opportunity for individuals to provide service to their communities and help California face the challenges of the new millennium.

On the Road

When applicants can't come to us, we go to them with a mobile computer system, which in essence is a recruitment office on wheels. This means SPB can travel to the heart of the communities, whether it's local welfare offices or college campuses, and bring job opportunities directly to the job seekers.

Some of the mobile services offered include:

- > Testing for Key Data Operator positions
- > On-site testing for typing proficiency with certificates available

- > Presentation of informational seminars, such as "Job Search Using the Internet"
- > On-site access to computers permitting applicants to take an actual test for several civil service positions

Job Fairs

Meeting with recruiters face-to-face is important to job seekers. With that knowledge, SPB participates in dozens of job fairs and other recruitment events every year. In addition to providing answers to employment questions, the job fair booths are equipped with on-line access, allowing recruiters to walk candidates through SPB's Web site (www.spb.ca.gov) and demonstrate the many features it offers.

During calendar year 2001, the SPB participated in 45 recruitment events:

UC Berkeley Diversity Job Fair - Berkeley

UC Berkeley Public Service Job Fair - Berkeley

Department of Justice Job Fair - Sacramento

Stanford Public Service Job Fair - Santa Clara

UC Berkeley - Employer Presentation - Berkeley

University of San Francisco - San Francisco

San Jose State University - San Jose

Careers Now Job Fair - Folsom

KNCI Radio Job Fair - Citrus Heights

Sonoma State Job Fair - Sonoma

Univision Bilingual/Multi-Cultural Job Fair - San Diego

Cesar Chavez Day Job Fair - Sacramento

United Way Job Fair - Modesto

LULAC Women's Conference Job Fair - Fresno

CSU Sacramento Job Fair - Sacramento

Laney College Job Fair - Oakland

Luther Burbank High School Career Day - Sacramento

Mendocino College Job Fair - Mendocino

Black Enterprise Career Fair.com Job Fair - San Francisco

CSU Hayward Career Expo 2001 - Hayward

SamTrans Public Service Job Fair - San Mateo

Statewide Recruitment Program (continued)

UC Santa Cruz Job Fair – Santa Cruz
Cosumnes River College
Job Fair – Sacramento
San Francisco City College
Job Fair – San Francisco
Cinco de Mayo Community Event –
Roseville
Placer County CalWorks
Job Fair – Roseville
Asian Pacific Rim Festival –
Sacramento
Governor’s Central Valley Summit –
Bakersfield
Congressman Baca Veterans Fair –
San Bernardino

SPB Los Angeles Job Fair –
Los Angeles
SacJobs.com Job Fair – Sacramento
Radio Romantica Job Fair –
Sacramento
5th Annual Tribal Conference –
Jackson Rancheria
EDD Job Fair – Yuba City
SacWorks Job Fair – Sacramento
CAFÉ de California Conference –
Sacramento
Biz Expo Job Fair – Folsom
17th Annual EDD Veterans Job Fair –
Buena Park

Hispanic Heritage Festival – Roseville
Peninsula Career Fair – San Mateo
CSU Sacramento Job Fair –
Sacramento
2001 Disability Resource Fair –
Sacramento
Disability Awareness Fair –
Sacramento
Governor’s Conference for Women –
Long Beach
Placer County Job Fair - Roseville



Quality Assurance Unit

The State Personnel Board’s Quality Assurance (QA) Unit was established in 1999 to continuously monitor and evaluate the state’s civil service system for compliance with the State Constitution, laws and regulations, and for consistency with the state’s merit principles. With two staff initially assigned, the Unit has grown to a team of six, that are involved in monitoring and conducting reviews of the state’s human resource programs and practices, investigating a variety of issues, and assisting departments in developing appropriate solutions to sensitive human resource management problems.

The QA Unit began conducting on-site reviews of human

resource programs in February 2000 and has completed five reviews since. In June 2000, the QA Unit invited all state departments to a seminar that provided a general overview of what departments can expect during a Quality Assurance review. Although each of the five completed reviews has been somewhat tailored to the unique circumstances facing that department, SPB is preparing a general guide for all departments to assist them in preparing for upcoming Quality Assurance reviews. Following each review, extensive reports of findings are prepared and provided to each respective state department for review and response. Once final, the reports become public and are available for review. State

departments have indicated that they are using these reports as a tool to implement internal procedures to ensure their compliance with state laws, regulations and merit principles.

The QA Unit has also been involved in a number of special projects, in particular where SPB oversight is required. On an ongoing basis, the QA Unit is involved in reviewing a variety of specific issues raised to the Board by employee organizations, departments, employees or the public, which require SPB intervention and resolution.

Internet Technology



Web Services

SPB has emerged as a technology leader by strategically leveraging the tremendous capabilities of the Internet to solve many of the issues associated with traditional testing and recruiting. SPB's Web site, www.spb.ca.gov, provides a highly resourceful and dynamic exchange between jobs and job seekers. This comprehensive and popular site offers exam announcements, vacancy information, an on-line application form, job transfer information, application information, an instructional video, links to other State departments and links to other governmental employment sites, all bundled into one accessible career solutions resource.

Internet Exams

Internet exams were designed with convenience in mind for the test taker. Applicants can take their Internet exam 24 hours a day, 7 days a week in the comfort of their own home. Candidates also enjoy the ability to detail their experience and highlight their specific abilities and qualifications. On some of the newer exams for information technology, the system allows a candidate to attach a resume for review by a hiring department.

Internet testing not only saves time, it saves money. For example, a traditional pen and paper examination used to cost \$731,000 to process 20,000

applicants. Internet testing makes it possible to process the same number of applicants or more for only \$80,000 per year.

SPB currently offers these examinations on its Web site (www.spb.ca.gov):

Assistant/Associate Property Appraiser

Assistant/Associate Property Auditor Appraiser

Assistant Information Systems Analyst

Associate Information Systems Analyst (Specialist)

Associate Information Systems Analyst (Supervisor)

Staff Information Systems Analyst (Specialist)

Staff Information Systems Analyst (Supervisor)

Senior Information Systems Analyst (Specialist)

Senior Information Systems Analyst (Supervisor)

Business Taxes Representative

Tax Auditor

Transportation Engineer (Civil)

Transportation Engineer (Electrical)

Water Resources Control Engineer

These classifications are offered through SPB's on-line exam/application and scheduling process:

Key Data Operator Exam Scheduling Office Assistant (General & Typing)

Staff Services Analyst (General)

Tax Counsel, Board of Equalization Correctional Officer

**Youth Correctional Counselor
Youth Correctional Officer**

Testing Center

Not long ago, the search for a State job entailed filling out an application by hand, taking an exam in person, receiving a score, getting on an eligibility list, and waiting for a job offer.

With the opening of SPB's new 59-station Testing Center, applicants can fill out one application on-line, schedule themselves for a test site at a time and a place convenient to them, take a computerized version of the test and receive results immediately, narrowing a 3 to 6 month process down to 1 to 3 hours. The Testing Center also permits the state to better compete with the private sector by expediting the testing/hiring process.

On October 23, 2000, the SPB began testing for the Office Assistant (Typing) & (General) for the Sacramento area at the Testing Center. These examinations are now being administered via computer along with the popular Staff Services Analyst exam that previewed in July 2000.

SPB plans to offer other continuous computerized exams in the near future.

Test Validation and Construction Sets the Standard for Employment Testing

SPB strives to set the standard for statewide testing activities utilizing the expertise of its Test Validation and Construction (TV&C) Unit. The TV&C Unit is renowned for its innovative efforts to keep the state's testing practices at the forefront of the profession. The state's testing program is aimed at providing an efficient, cost-effective means of assessing candidate skills and expertise, and the TV&C Unit establishes "best practices" to meet this goal.

In its efforts to educate the state's testing professionals and develop the state's testing program, the TV&C Unit promotes merit, diversity, and equity in state service. Through a variety of customized products and services, the TV&C Unit finds cutting-edge, creative ways to combine sound testing principles with practical applications. The TV&C Unit offers creative, legally defensible staffing solutions for state departments and agencies.

Test Development Activities

The TV&C Unit offers design and development expertise for all

aspects of employment testing and job-related candidate assessment:

- > Comprehensive job analysis studies
- > Written examinations
- > Performance tests
- > Work sample exercises
- > Examination interviews and hiring interviews
- > Validation studies and reports

Employee Development

The TV&C Unit offers training and consultative services aimed at increasing the expertise of staff conducting testing activities throughout the State of California. Some of the educational opportunities offered by TV&C staff to testing professionals throughout the state include:

- > *TestTalk* Training Series, featuring lunch-time seminars and half-day training sessions addressing strategic and cutting-edge testing topics

- > The TV&C-produced monograph series, entitled *Getting Technical with TV&C...*, providing discussion of a variety of testing topics and procedures

- > A special presentation to address recruitment and retention issues within state service

Automated Enhancements

To ensure the use of the most up-to-date testing procedures and practices, TV&C staff routinely explore available technology and investigate its integration into the state's testing program. The TV&C Unit is a leader in developing automated, computer-administered examinations.

Additionally, through frequent review and revision processes, the TV&C Unit ensures that the state's on-line applicant tracking and examination scoring system provides accurate and complete test data. This comprehensive data is used to accurately calculate and report examination statistics and candidate test scores.



Appeals Update



The Appeals Division has started and continued a number of useful and successful programs. We continue to offer peremptory challenges to either side in our adverse action hearings. The State Employee Mediation Program continues its written agreement rate at or around 90%.

The Appeals Division implemented a new Appeals Case Tracking System, ACTS for short, in February 2001. This is web enabled and should eventually allow the Division to schedule, track and report on virtually every phase of appeal handling. Like new data systems, it is operational, but not fully functional. With upgrades and patches, we expect it to become more user-friendly in a few months.

Discrimination/reasonable accommodation appeals now include an invitation to consider the use of mediation as a tool to

manage the conflict that gave rise to the filing of the complaint.

The Appeals Division, in conjunction with the Policy Division, the Legal Office, and the Personnel Resources and Innovations Division, assembled the Select Advisory Panel on Policy, PRIDE and Appeals; a group of state managers, HR professionals and union leaders (essentially our stakeholders) whose mission is to advise the Board and SPB staff on issues of mutual interest and concern. The Panel met first in October 2001, and will meet quarterly. In addition, with the leadership of the Legal Office, the Appeals Division helped reestablish the Council of Counsels, to get and give feedback to appellant's and respondent's counsel. This group met in November 2001, and will meet quarterly.

The SPB's legal staff has completed the draft regulations for the appeals processes that the Board uses to redress issues raised by employees, the public or departments. When the regulations are made public and eventually placed in the Code of Regulations, they will dictate changes in the Appeals Handbook, which is why the handbook was not issued in hard copy last year. You can still find the Handbook on the SPB's Web site (www.spb.ca.gov). We expect changes to the regulations to be shared at public hearing in early 2002.

Also in early 2002, we expect to be able to offer one day or multiple day initial sets for the adverse action hearings, as well as a fast track process for hearings/decisions if both parties are able to accommodate the accelerated schedule.



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